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A Study of the National Alliance of Businessmen in Columbus, Ohio : (Spring - Summer, 1968)

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Loyola University Chicago

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A STUDY OF THE NATIONAL
ALLIANCE OF BUSINESSMEN IN
COLUMBUS, OHIO
(SPRING - SUMMER, 1968)

by
Hubert T. McDonald

A Thesis Submitted to the Faculty of
Loyola University in Partial Fulfillment
of the Requirements for the Degree of
Master of Science in Industrial Relations

May
1970

APPROVAL SHEET

This thesis submitted by Hubert T. McDonald has been and approved by three members of the faculty of the Institute of Industrial Relations of Loyola University of Chicago.

The final copies have been examined by the director of the thesis and the signature which appears below verifies the fact that any necessary changes have been incorporated and that the thesis is now given final approval with reference to content, form and mechanical accuracy.

This thesis is therefore accepted in partial fulfillment of the requirements for the degree of Master of Science in Industrial Relations.

Louis F. Buckley
Signature of Verifier

May 22, 1970
Date

ABSTRACT

The purpose of this thesis is to gain insight into the emerging role of business, in partnership with government, to solve the unemployment aspects of the critical social unrest which exists in American cities in 1968. The scope of this thesis covers the initial efforts of the Columbus National Alliance of Businessmen in the geographic Columbus metropolitan area during the time period of the spring and summer of 1968.

This survey utilized government documents; related newspaper, magazine material; and research information. In addition interviews were conducted with Columbus NAB officials, businessmen, and employment service people.

The findings of this survey indicate that business and government are cooperating to effectively solve the unemployment aspects of the critical social unrest existing today.

AUTOBIOGRAPHICAL SKETCH

Hubert T. McDonald is thirty-nine years old and is a native of the Chicago area. He received a Bachelor of Science Degree from Northern Illinois University in 1953, after serving in the United States Air Force for approximately one and one-half years. Following graduation from college, he had several high school teaching positions in the Chicago area. In 1955, Mr. McDonald joined Western Electric, as a Staff Trainee at its Hawthorne Works in Cicero, Illinois. The years that followed brought movement up the managerial ranks to Section Chief, Department Chief, and Assistant Manager. The range of assignments included merchandise operations, customer service, production and staff functions at the divisional level. Presently, he is serving as an Assistant Manager in Manufacturing at the Columbus Works of Western Electric.

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CHAPTER I

INTRODUCTION

The problem of entrenched poverty places a heavy burden on this country. It was estimated by Business Week that over 30 million Americans live in poverty (family incomes under \$3,130), and almost another 30 million live in deprivation (income from \$3,130 to \$5,000). They point out that roughly half of each group is clustered in the city slums.¹ In addition to the monetary loss which occurs, there is a concurrent human loss. In a country that is enjoying increased affluence, there is increasing evidence that all segments of our society are not participating in the available opportunity. Mr. Roger W. Wilkins, Director, Community Relations Service, U. S. Department of Justice points out that, "A recent Labor Department survey tells us that fully 35 percent of the people in slum areas have a serious unemployment problem: whether unemployed, employed only part-time, or employed at wages below poverty level. That

¹Business Week, "Business and the Urban Crisis," (February 3, 1969) p. C-4.

means that these people are in a perpetual economic state which is similar to, if not worse than the great American depression of the thirties."²

Unemployment Condition

Economic activity in the United States during the spring and summer of 1968 was at a high level. As a consequence the unemployment rate nationally reached its lowest level since the end of the Korean War. During the month of August the seasonally adjusted civilian labor force reached a low of 3.5 percent unemployed.

Earlier in the year there was concern that the impact of the surtax would create a higher rate of unemployment in the country; however, the results failed to bear this out for the period of this study.

Total employment during August 1968 was 77,432,000 persons. At the same time the unemployed in August declined to 2,772,000 from the previous month's 3,217,000. Ten year lows were established in the jobless rate for adult men at 2.2 percent and the rate for married men at 1.6 percent.

However not all factors of the August employment report were encouraging. Negroes and teen-agers represented

²Roger W. Wilkins, "The Problem and the Challenge," Putting the Hard-Core Unemployed Into Jobs, A Report of the Business-Civic Leadership Conference in Employment Problem, June 5-7, 1967, Chicago, Illinois, p. 1.

areas of significantly higher unemployment rates. Among white workers, the jobless rate in August was 3.2 percent, whereas the jobless rate for non-white (90 percent Negroes) was 6.2 percent. Even more discouraging was the jobless rate among Negro teen-agers which was at 21.4 percent during the same month.

The teen-age unemployment problem was even worse in the 20 largest central cities. The Department of Labor report released in February commented specifically on this situation in a special report which has not been repeated.³ It showed that 222,000 of the Negro unemployment were concentrated in the 20 largest metropolitan areas -- out of a total of 270,000. Of this 222,000, about a third were men who were 20 or older. The next third were women who were 20 or older, and the final third were teen-age boys and girls in the age range of 16 to 19.

While the Negro unemployment rates usually are twice as high as the white rate in the 20 largest central cities, the non-white teen-age unemployment rate reached 33 percent, three times the rate for white teen-agers.

In the August employment report there was a special analysis of the summer-job status for youths. This report revealed that even though there was a major effort by business and government to find employment for the 16 to 21 year old

³Business Week, "New Job Drive Turns to an Old Twist," March 2, 1968, pp. 24-26.

group, their plight actually worsened nationally. The employment rate from June through August was 12.4 percent for this group. That was up from 12.1 percent in 1967 and 11.8 percent in 1966.

Finally on a somber note there was growing concern that many unemployed Negroes may not be included in the job rate figures!

Columbus Area

Columbus has grown consistently at 1.3 to 1.6 times the national growth rate. This suggests that the Columbus economy would expand approximately 10 percent in 1968.

Based on an economic forecast prepared for the Columbus Business Forum,⁴ labor would grow even scarcer and available credit facilities would be hard pressed. Private and government resources for growth would be strained. Business would be good but strains could appear. Rising prices and still higher interest rates were expected.

Based on an analysis by the late Professor Herbert G. Davis of Capital University,⁵ the Greater Columbus area has enjoyed a substantial business growth during the period from

⁴Dr. Paul G. Craig, "The Columbus Outlook for 1968," Columbus Business Forum, December 1967, p. 13.

⁵Herbert G. Davis, "The Impact of Business Growth and the Future," Columbus Business Forum, February 1968, p. 27.

1950 to 1966, which produced an employee increase of 50 percent, from 200,000 to 300,000. It is expected to reach 325,000 by 1970.

A more current analysis for the period under study by the Ohio Bureau of Employment Services described the labor market as the tightest in 15 years.⁶ While the jobless rate for the nation was 3.5 percent in August, it was only 2.2 percent for Franklin County which includes Columbus.

Survey of Literature

In spite of the existing high level of economic activity in the United States, many thoughtful writers have commented on the problems which remain to be solved. Criticism comes from both within and without the business community.

Writers such as Michael Harrington in his book, The Other America, view the problem in its larger context:⁷

Perhaps the most important analytic point to have emerged in this description of the other America is the fact that poverty in America forms a culture, a way of life and feeling, that it makes a whole. It is crucial to generalize this idea, for it profoundly affects how one moves to destroy poverty.

⁶"Ohio Labor Market, August, 1968," Ohio Labor Market Information, Bureau of Employment Services, p. 1.

⁷Michael Harrington, The Other America, Penquin Books, Baltimore, Maryland, 1963, p. 156.

He continues:⁸

I would agree with Galbraith that poverty in the sixties has qualities that give it a hardness in the face of affluence heretofore unknown. As documented and described in this book, there are many special factors keeping the unskilled workers, the minorities, the agricultural poor, and the aged in the culture of poverty. If there is to be a way out, it will come from human action, from political change, not from automatic processes.

Mr. Elisha Gray II, Chairman of the Board, Whirlpool Corporation stated, "I believe that the greatest, most difficult, most threatening problem that faces America today is the minority problem. It is the greatest domestic problem since the Civil War ... "

Again looking at the larger problem, the analysis prepared by the U. S. Riot Commission concluded that there were twelve deeply held grievances at the root of the riots which it investigated. Further, it ranked them into three levels of relative intensity:⁹

First Level of Intensity

1. Police practices
2. Unemployment and underemployment
3. Inadequate housing

Second Level of Intensity

4. Inadequate education
5. Poor recreation facilities and programs
6. Ineffectiveness of the political structure and grievance mechanisms

⁸Ibid., p. 162.

⁹Report of National Advisory Commission on Civil Disorders, Bantam Books, 1968, p. 6.

Third Level of Intensity

7. Disrespectful white attitudes
8. Discriminatory administration of justice
9. Inadequacy of federal programs
10. Inadequacy of municipal services
11. Discriminatory consumer and credit practices
12. Inadequate welfare programs

Singled out by this report, the problem of unemployment and underemployment ranks as a major contributor to the serious social unrest which exists in the United States today. Particularly noted by the U. S. Riot Commission was the plight of the Negro in the central city who lives below the "poverty level." Approximately 2-2.5 million Negroes live in squalor and deprivation in ghetto neighborhoods. This element represents 16-20 percent of the total Negro population in all central cities. In spite of economic growth and declining national unemployment rates, Negroes had more than double the unemployment rate of whites in 1967. It further noted,¹⁰ "Pervasive unemployment and underemployment at the most persistent and serious grievances of minority areas. They are inextricably linked to the problem of civil disorder." During the 1967 riots it was noted that Negro males between the ages of 15 and 25 made up the largest proportion of the rioters. Of all the rioters, 20 percent were unemployed.

The federal government has been involved in unemployment and underemployment for years. There exists many programs

¹⁰Ibid., p. 24.

which are aimed at eliminating various aspects of the total problem. Currently in effect are such programs as Apprenticeship Training, Concentrated Employment Program, Job Corps, Neighborhood Youth Corps, On-The-Job Training, and others which are achieved with some degree of business cooperation. The Job Corps, for example, is a program that is aimed at youths between 16 and 21 who want but cannot find permanent jobs. They receive individual instruction in the basic educational subjects, plus skills training. This is accomplished by private business under contract by the federal government.

On January 23, 1968, the cooperative role of business and government was enlarged when President Johnson delivered his Manpower Address to Congress.¹¹ In that address he called upon American business to concentrate its talents to the critical problem of finding jobs for the Hard Core unemployed. To mobilize the business sector to meet this challenge President Johnson outlined the charter of the National Alliance of Businessmen.

The objective of the program was to restore the jobless to useful lives through productive work. It was to be accomplished by a partnership between government and the business community.

¹¹President L. B. Johnson, "Manpower Address to Congress," January 23, 1968.

The reasons put forth for this partnership outlined the advantages to be capitalized from the present roles of government and business:

Six of every seven jobs are to be found in business.

Nine of every ten people who have received government supported on-the-job training have later gone on to good jobs.

Industry is best qualified to train people for those productive jobs which will contribute to its profits.¹²

The President set his target for this alliance at 100,000 men and women on the job by June 1969 and 500,000 by June 1971. To support the program he set aside \$350 million for government's financial share.

From American industry, Mr. Henry Ford, II was chosen to head the National Alliance of Businessmen. Assisting him were fifteen top business leaders serving on an executive board. At the community level, leading business executives would direct the efforts in the fifty largest cities.

A second important task was given to the Alliance. They were asked to find productive employment for 200,000 needy youths during the summer of 1968. The objective of this program was to provide an experience that would encourage the needy youths to return to the classroom in the fall or to better prepare themselves for permanent employment.

¹²Ibid.

The Purpose

The objective of this investigation is to gain insight into the growing role of American business combined with the federal government, to alleviate unemployment by providing job opportunity.

Specifically, this thesis surveyed the efforts of the businesses which participated in the National Alliance of Businessmen program in Columbus, Ohio, during the spring and summer of 1968. As one of the fifty largest cities in the country participating in this program, the initial target for the Columbus NAB was the employment of 1900 needy youths and 500 Hard Core unemployed by September, 1968.

The criteria for certifying the Hard Core unemployed and the needy youth is defined in the following table.

There will be youths in and out of school, who could benefit from work experience which will lead them back to school in the fall, or on to other forms of education or training, or to permanent employment.¹³

The spring and summer of 1968 was selected as the period of study since it represented the time from the initial formation of NAB to its first clearly defined target. The focus of this study is on the ability of government to identify and recruit the Hard Core, and on business to hire and train these people.

¹³NAB Operating Manual, Chapter 5, pp. 3 to 10.

TABLE 1
CERTIFICATION GUIDE

HARD-CORE

1. Member of Poor Family:

(The Labor Department has indicated the following definition of "poor" is flexible and should be used only as a guide.)

<u>Family Size</u>	<u>Income</u>	<u>Family Size</u>	<u>Income</u>
1	\$1,600	8	\$5,300
2	2,000	9	5,800
3	2,500	10	6,300
4	3,200	11	6,800
5	3,800	12	7,300
6	4,200	13	7,800
7	4,700		

AND

2. Unemployed or Underemployed

AND

3. Has One or More of the Following Characteristics:

- a. School Dropout
- b. Member Minority
- c. Under Age 22
- d. Over Age 45
- e. Physically Handicapped

POOR SCHOOL AGE YOUTH

- 1. Member of Poor Family (See Guide Above)
- 2. 16 to 21 Years of Age, In or Out of School but Who Could Benefit by Work Experience That Will:
 - a. Lead Back To School or
 - b. Other Forms of Education or Training, or
 - c. Permanent Employment

In referring to the Columbus NAB organization, it is meant to include the metropolitan Columbus area of Franklin, Pickaway, and Delaware Counties. Within this Area, there is a population of 865,800 people.

Hypotheses

In analyzing the material concerning the 1968 Columbus National Alliance of Businessmen program, three hypotheses are proposed. These tentative hypotheses to be evaluated in this thesis are:

- I. To meet the goals of the Columbus NAB program, the Ohio Employment Service and the Concentrated Employment Program, as the governmental arm of NAB, are able to recruit the unemployed Hard Core person who is not reached by normal business recruiting.
- II. Business in Columbus as the major source of jobs is capable of hiring the Hard Core person to meet the local NAB employment goals.
- III. Business in Columbus is capable of training the Hard Core person to meet its business needs.
- IV. Business in Columbus is capable of providing enough summer job experiences for the unemployed needy young people to meet the local NAB employment goals.

Methodology

Activities of the Columbus NAB were studied through a survey of existing literature and through interviews with people associated with NAB, Columbus businesses, community organizations, and union leaders.

The survey of existing literature included analysis of local newspapers, NAB publications, speeches by local businessmen, and business records. This information was compared with available literature regarding the national program.

The interviews were designed to gain insight and information into the personal experiences of the people who were in contact with the Columbus NAB program during this period such as the vice chairman of the Columbus NAB program, his executive director, and his job procurement manager. From the business community survey, interviews were conducted with executives from five Columbus businesses. These companies were Buckeye International, Bell Telephone Laboratories, Kroger Co., Nationwide Insurance Co., and Westinghouse Corp. In addition, Western Electric was generous enough to permit a close study of their efforts under the framework of this program. With their permission a microscopic view was gained of the individual company and personal impact of the National Alliance of Businessmen. Interviews were conducted with first line supervisors, and union officials during this

in-depth survey. Also company employment records, correspondence, and sensitivity training records were made available for analysis.

CHAPTER II

THE DEVELOPMENT OF THE NATIONAL ALLIANCE OF BUSINESSMEN IN COLUMBUS, OHIO

Organization and Leaders

In Columbus, Ohio, Mr. Charles Y. Lazarus, President of the F. and R. Lazarus and Company was selected as the Chairman of the Columbus Metropolitan Committee. His company ranks as the largest retail business in the Columbus area. In addition to a large department store in the downtown section, the company operates three large stores in the largest shopping centers in the area. Mr. Lazarus has been active in many civic activities in the city.

The vice-chairman of the Columbus NAB program was Mr. Eugene J. Eckel, General Manager of the Western Electric Company, Columbus Works. This manufacturing operation ranked as the largest manufacturing business in the Columbus area which employed approximately 8,000 people. This location manufactures central office switching equipment for the Bell System.

For the first six months of the program, Mr. Trent D. Sickles served as the first Administrative Director of the

Columbus NAB. He was a full time loaned executive from the Lazarus organization. He was replaced by a second Lazarus executive, Mr. Thomas D. Wightman whose previous assignment was that of manager for the Lazarus Northland Store. This was a man with over twenty years experience in personnel and administration.¹

Under these men, there was a small staff of loaned businessmen to administer the day-to-day operations. In addition to this small nucleus there was a large group of top Columbus executives under Mr. J. W. Henderson, Chairman of Buckeye International, who concentrated on the problem of obtaining job pledges from private employers. The following chart depicts the Columbus NAB organizational structure.

The organizational structure resembles the one established at the national level by Henry Ford II, the chairman of the national NAB program. The overall approach closely follows the pattern used by business in its other community oriented projects such as the Community Chest. This is a plan of operation that businessmen have used successfully in the past. Business Week, in one of its articles on the progress of NAB, noted the comparison:²

¹ Progress Report, National Alliance of Businessmen, August 5, 1968, p. 1.

² "New Job Drive Turns to Old Twist," Business Week, March 2, 1968, p. 24.

National Alliance of Businessmen
— Columbus Metropolitan Committee

Chairman
Charles Y. Lazarus,
President, The
F. & R. Lazarus & Co.

Vice-Chairman
Eugene J. Eckel
General Manager, Western
Electric Company

FUNCTION:
Administration
NAB-Col-Met Office
224-9154

Director: Trent Sickles
(later Thomas A. Wightman)

Executive Assistants:
Roy G. Klaas
Leonard Watson
Kenneth S. Kline
William P. Wheeler

Secretaries:
Dorothy Gartner
Cortes Ford

(All personnel on loan
from companies,
agencies)

FUNCTION:
Job Pledges
from Private Employers

NAB-Col.
Advisory Board

Chairman, Job-Solicitation:
J. W. Henderson,
Buckeye International

FUNCTION:
Procure Job
Commitments and Place
Job Applicants

Procurement and
Placement Manager —
Roy Klaas
(later A. A. Campbell)
Western Electric Co.
working through PLANS FOR
PROGRESS — staff members and
private company members

Translate Job-Pledges into
Job-Descriptions

Procure Employer Commitments on
Job-Training methods

Place Job-Applicants

Define Job-Related Problems of
applicants such as transportation,
clothing, child-care

Help Develop Government Contract
Proposals, for private firms, to
offset abnormal training costs.

FUNCTION:
Recruit and Certify
Hard-Core Applicants

Recruiting and
Certifying Manager —
Leonard Watson
United States Employment Service
Secretary, Cortes Ford, also USES
working through 5 Community Job
Centers, CMACOA, USES and
Dept. of Labor

Locate Job-Applicants to fit
job-descriptions

Certify Applicants as hard-core
unemployed

Develop Solutions to job-related
problems of applicants, such as
transportation, etc, through
CMACOA

Expedite Government Contracts, through
Department of Labor, so private
firms can recover abnormal costs.

A new "Community Chest" type of drive - for jobs not dollars - will be the device that the new National Alliance of Businessmen will use to get jobs in industry for the kind of city slum dwellers who have previously been considered unemployable.

The alliance - a group of top business executives, many of them members of the blue-chip Business Council that advises the Administration - has already committed itself to enlisting hundreds of fellow businessmen in the tough social problem of finding jobs for 100,000 men, mostly Negroes, from the urban ghettos. Last week, the alliance got ready to test the local campaign approach by naming 50 metropolitan chairmen to run the campaign in their own hometowns.

Further the article discusses the quota method NAB will use to reach its target:³

As in a Community Chest drive, each city has its quota and each company president will be given a suggested job quota.

Quotas have been parceled out already, although they are not yet final. But such smaller cities as Honolulu and Omaha will have a quota of around 500, and bigger cities such as Pittsburgh and Atlanta around 2,000. Employers in Los Angeles, Chicago, and New York will be asked to take on anywhere from 10,000 to 18,000 Hard Core unemployed.

Serving actively as either vice-chairmen or team captains in the job solicitation program are such men as W. H. Yahn, President of North American Rockwell Corporation (Columbus Division); Calvin Stacey, General Manager of the Ternstedt Division - General Motors Corporation; and Dr. Novice G. Fawcett, President of Ohio State University. The central Ohio businesses participating in the Columbus - NAB program grew to 249 companies by July 3, 1968.⁴

³Ibid., p. 24.

⁴Progress Report, p. 2.

The following organizational listing illustrates the extent of the commitment of Columbus area business leaders and companies to the NAB program.

The Columbus Metropolitan Area Community
Action Organization (CMACAO)

An important aspect to the Development of the Columbus NAB lies in the role of CMACAO. The 1964 Economic Opportunity Act authorized the establishment of community action agencies throughout the country. In Columbus, CMACAO was set up as the local community action agency. The executive director of CMACAO was Curtis Brooks. He was supported by a governing board of sixty trustees including target area residents and community leaders from the social, civic, religious, government and labor fields.

CMACAO activities such as the Concentrated Employment Program (CEP) and the Neighborhood Service Centers became very vital to the overall NAB program in Columbus. While there were other important civic and social groups which were significant to the development of the Columbus NAB program, CMACAO's role was most important because it provided the best entree into the critical urban areas.

Economic Conditions

During the period under study the Ohio Bureau of Employment Services described the labor market in August as

NAB-Col. Advisory Board

Chairman, Job-Solicitation:

**J. W. Henderson,
Buckeye International**

Vice-Chairmen:

B. J. Clarke, Columbia Gas of Ohio
William S. Guthrie, Buckeye Federal Savings & Loan Assn.
John G. McCoy, City National Bank & Trust Co.
R. H. Snedaker, Ohio Bell Telephone Co.
W. H. Yahn, North American Rockwell Corporation
Sanborn D. Wood, Huntington National Bank
J. T. O' Neill, Western Electric Company

Team Captains

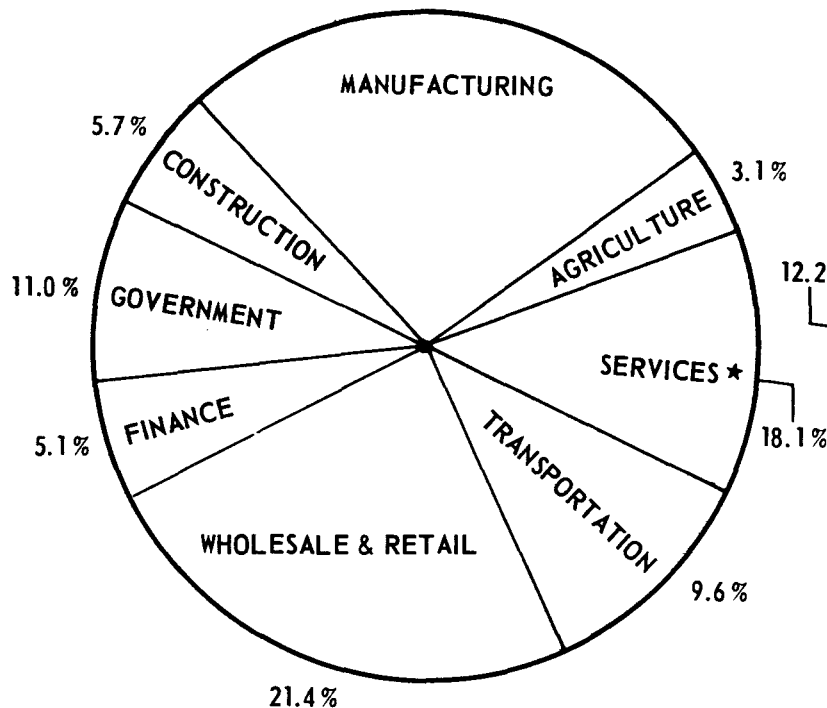
Bowman Doss, Nationwide Insurance Co.
Ansel Estell, The Borden Co.
E. Kenneth Gavin, Anheuser-Busch, Inc.
David Patterson, The Borden Co.
Paul W. Norris, Denison Div., ABEX Corp.
John T. Canna, American Education Publications, Xerox Corp.
Henry DeFord, Sheraton-Columbus Motor Hotel
John C. Elam, Attorney
Dr. Novice G. Fawcett, Ohio State University
Louis J. Krakoff, Federated Department Stores, Inc.
Blaine Ebert, Lazarus
Herman M. Katz, Capitol Manufacturing Co.
Ralph Negri, National Cash Register Co.
Everett D. Reese
Calvin Stacey, Ternstedt Div., General Motors Corp.
Harold P. Templeton, The Kroger Co.
Arvin J. Alexander, Attorney
Clair E. Fultz, Huntington National Bank
W. C. Mercer, Ohio National Bank
J. L. McNealey, Columbus & Southern Ohio Electric Co.
E. E. Slowter, Battelle Memorial Institute
S. H. Washburn, Bell Telephone Laboratories
Richard M. Locke, Ranco, Inc.
J. F. Pomraning, Sears Roebuck and Co.
J. Ralph Riley, Suburban Motor Freight, Inc.
Oliver F. Runde, Federal Glass Company
C. Kenneth Smith, Ernst and Ernst
Charles Corthell, Lazarus
Chester G. Hawley, Jeffrey Manufacturing Co.
Kilne L. Roberts, Columbus Area Chamber of Commerce

BUSINESS GROWTH OF GREATER COLUMBUS

1950

TOTAL EMPLOYMENT — 202,675

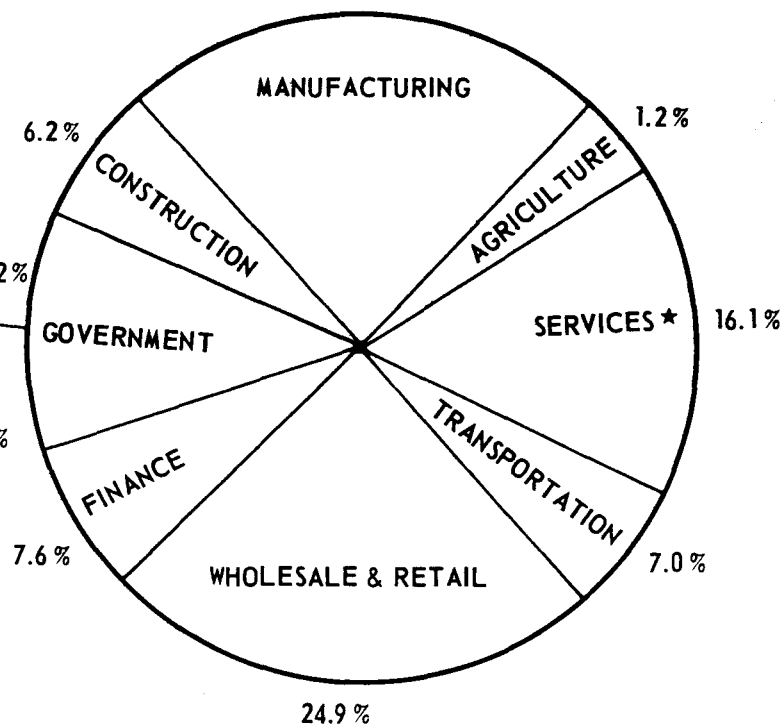
26.0 %



1966

TOTAL EMPLOYMENT — 298,127

24.8 %



★ INCLUDES RESEARCH-ORIENTED ORGANIZATIONS

SOURCE: RESEARCH DIVISION — DEPT. OF ECONOMIC DEVELOPMENT
THE COLUMBUS AREA CHAMBER OF COMMERCE, JULY, 1967

tightest in fifteen years.⁵ In the three county area served by the Columbus NAB program the percent of unemployed was less than that of the country as a whole.

FIGURE I
Percent Unemployed by Area
July 1968

<u>Area</u>	<u>% Unemployed</u>
U. S.	4.0
Delaware Co.	2.0
Franklin Co.	2.2
Pickaway Co.	3.4

The preceding chart depicted the business growth of Columbus during the period between 1950 and 1966. Of further interest in any analysis of the Columbus Metropolitan NAB program is some comparative information of the three counties which comprise the total area. Up to this point the focus has been on Columbus. The following chart presents the total employment and major occupational groups for the three counties as of 1960. Of immediate note is the fact that the combined total employed of Delaware and Pickaway Counties is only 26,322, compared the 263,159 total employed in Franklin County; therefore, the vast majority of those employed in the area of the study live in Franklin County and in the city of Columbus.

⁵"Ohio Labor Market, August, 1968," Ohio Labor Market Information, Bureau of Employment Service.

FIGURE 2

Employment by Counties and Industries - 1960

<u>County</u>	<u>Total 1960 Employment</u>	<u>Agri- culture</u>	<u>Mining</u>	<u>Construc- tion</u>	<u>Mfg.</u>	<u>Comm. & Pub. Util.</u>	<u>Trade</u>	<u>Finance Ins. Aid Real Estate</u>	<u>Service</u>
Delaware	13,218	1,684	37	995	3,430	579	2,195	337	3,038
Franklin	263,159	2,666	676	15,372	67,209	18,057	48,894	13,682	62,255
Pickaway	11,104	1,830	52	931	2,680	496	1,489	252	1,974

SOURCE: U. S. Department of Commerce

Another indicator of the dominance of Franklin County over Delaware and Pickaway Counties appears when one looks at the number of manufacturing establishments in the three counties. There is a total of 88 counties in Ohio. In 1966 Franklin County ranked third whereas Delaware was ranked sixty-first and Pickaway was even lower at seventy-first. Clearly, the focus of attention rightfully points to Franklin County and Columbus.

Summary

This chapter has attempted to look at the development of the Columbus NAB in terms of its organization, its leaders, the economic conditions of the area in mid-1968, and its interrelationship with the major inner city organization, CMACAO. This review indicates that the full time staff was small in numbers, experienced in the business world, and supported by a large, top echelon, part-time group of local business leaders. The top leadership of the Columbus NAB were two leaders, Messrs. Lazarus and Eckel, who by the virtue of their corporate roles and past civic leadership activities commanded wide respect throughout the Columbus business scene. The economic condition of Columbus was significantly better than that of the nation as a whole. The indicators for the year pointed toward continued growth. The alignment of the Columbus NAB with CMACAO provided an effective entree into

FIGURE 3

Number and Rank of Reported Manufacturing
Establishments and Employees by County, 1966

<u>County</u>	<u>Establishments</u>	<u>Rank</u>	<u>Employees</u>	<u>Rank</u>
Ohio Total (88)	15,682	-	1,436,730	-
Delaware	50	61	3,522	57
Franklin	872	3	81,526	5
Pickaway	36	71	3,535	56

SOURCE: Directory of Ohio
Manufacturers, Dept. of
Industrial Relations

the inner city through an organization that had the essential elements of respect by the total community.

Based on these qualities of the Columbus NAB, the primary ingredients for a strong campaign were present.

CHAPTER III

NAB ACTIVITIES IN COLUMBUS, OHIO

In the preceding chapter, an overview was presented of Columbus, Ohio, in mid 1968 when the National Alliance of Businessmen was organized. The plan of this chapter is to review the NAB activities during the spring and summer. This will be accomplished by several means: a selective personal survey of participating businesses; a survey of the current literature in the form of speeches, reports, and official documents; and finally interviews with NAB officials, business managers and supervisors and social agency officials.

Survey of Companies

Five representative companies were selected to provide additional detailed information regarding NAB activities within the participating businesses. These companies represent a cross section of the local business community.

These five companies hired a total of 207 Hard Core and 187 Summer Youth employees during the spring and summer of 1968. In view of the fact that a total of 800 Hard Core and 2043 Summer Youth were hired by all companies involved, these

companies form a representative portion of the total Columbus NAB program and business scene.

FIGURE 4

Representative Columbus Companies

<u>Company</u>	<u>Industry</u>	<u>Employed</u>	
		<u>Hard Core</u>	<u>Summer Youth</u>
Bell Telephone Labs.	Research	-	14
Buckeye International	Heavy Mfg.	20	35
Kroger Co.	Retail	62	62
Nationwide Insurance	Insurance	29	57
Westinghouse Corp.	Consumer Mfg.	96	19

In all cases, interviews were conducted with those managers responsible for the NAB programs within their companies. The discussions were directed toward the area of management training, Hard Core performance, company provided services, Hard Core personal problems and an evaluation of the program.

Management training is an important aspect of most vital programs within business today. Current literature has been stressing the importance of manpower planning and management training. The June 1968 issue of Production emphasized the importance of training supervisors to understand the NAB program.¹ Another article in the May 1968 issue of Occupational Hazards discussed how to prepare for the Hard Core's entry into

¹ Hal Dobrowa (Feat. ed.), "Industry Responds Through Training," Production, June, 1968, p. 18.

the work force.² It stated that, "Top management must sell its commitment to other management levels, must convince supervisors that they must waive prejudices in the interest of the success of the program, linked as it is to the welfare of the American society as a whole." Two of the conclusions reached in the article Employing the Negro in employment and the need for communicating management policy on employment of Negroes.³ There have been some interesting innovations into supervisory training. Business Week presented an article on a "sensitivity kit" that was conceived by Atlanta based Human Development Institute, Inc. This kit is used to role playing by line supervisors. White supervisors wear black masks and experience the black man's bitterness, frustration, and anger.⁴ It is in this context that the efforts of these five companies are analyzed for management training programs. The results are as follows:

² Occupational Hazards, "The Hardcore Enters the Work Force," (May, 1968), pp. 31-35.

³ Paul H. Norgren (et. al.), Employing the Negro in American Industry. New York: Industrial Relations Counselors, Inc., 1959, p. 186.

⁴ Business Week, "How to Succeed in Hardcore Hiring," (August 24, 1968), pp. 65-66.

FIGURE 5

Management Training Activities

<u>Management Training</u>	<u>No. Companies</u>
Sensitivity Training	0
Seminars	1
Lectures	1
Other	0
No Program	3

The results indicate that very little effort is being expended to provide management training to meet the challenge and problems provided by the NAB program.

Under these circumstances the performance of the Hard Core worker are analyzed on the job. There have been indications nationally that the Hard Core worker has been doing surprisingly well. In an article in the Wall Street Journal the following quote appeared, "The big auto companies have pioneered in the effort to pluck new workers from the bottom of the employment barrel. Interviews with several dozen of the workers and with company personnel officials show that the gamble has been strikingly more successful than anybody expected."⁵ Of the five companies surveyed only one admitted that turnover was above normal as a result of poor performance.

⁵Kenneth C. Field, "A New Life," Wall Street Journal, (New York), August 12, 1968, p. 1.

The others stated that turnover was normal. It should be noted, however, that all of the companies were reluctant to discuss this item in any detail.

An effort was made to learn what company educational services existed and if any additional services were being provided as a result of the NAB program. Elsewhere, there have been some interesting developments. The Brunswick Corp. has developed "Project Upgrade" which includes a 2 week orientation program, followed by a 30 week course that includes reading, arithmetic, and specialized skill training.⁶ The Xerox Corp. has "Project Step-Up" which is an 18 week program that includes both on-the-job training and classroom work.⁷

MIND Inc. is a company concentrating on the educational problem. It helps companies to upgrade the skills of low-level employees and trains the Hard Core unemployed. They use tape-recorded instruction programs in reading, spelling and vocabulary skills, arithmetic, typing and stenography.⁸ Another company that has expended significant effort in this area is Lockheed. It developed two programs, one at its Georgia plant and the other at its Sunnyvale, California plant. They ran twelve weeks and four weeks respectively, and both

⁶ Occupational Hazards, p. 33.

⁷ Production, p. 18.

⁸ Richard Martin, "Young Company Seeks Profits by Schooling Low-Level Workers," Wall Street Journal, (New York), September 25, 1968, p. 1.

used a combination of classroom and vestibule training. In addition both used some counseling effort, primarily on the exception basis.⁹

On the Columbus scene four of the five companies surveyed provided some type of support services for its employees. The main thrust of their efforts was in the direction of counseling services.

FIGURE 6

Company Support Services

<u>Service</u>	<u>No. of Companies</u>
Counseling	3
Basic Education	2
Skill Training	1
Buddy System	3
Other	0
None	1

Only two of the companies indicated that they have made any modifications to their programs since they began hiring Hard Core workers. One of these companies has developed a skill training program and the other has initiated a counseling program and a buddy system. Of these five companies, there was a direct relationship between those companies that were providing support services and those companies that felt that the NAB program was succeeding.

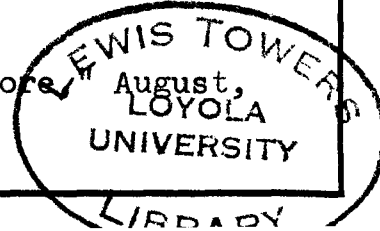
⁹James D. Holdgson and Marshall H. Brenner, "Successful Experience: Training Hardcore Unemployed," Harvard Business Review, September-October 1968, pp. 148-156.

One of the concerns voiced by many people involved in trying to assist the Hard Core unemployed was the social barriers that restrained the disadvantaged. In the August 1968 issue of Personnel, Eugene S. Callender and James L. Turrentine refer to an alien culture of discrimination in jobs, welfare, color, and language. They indicate that this ghetto sub-culture is damaged psychologically and is not attuned to success.¹⁰ In a report prepared for the Manpower Administration, U. S. Department of Labor, the Mentec Corp. drew a cross section of the typical Hard Core unemployed. This initial national study became the early guide in the Columbus NAB program.¹¹

- Half are Negro; one-fourth are Spanish-speaking; one-fourth are other Caucasian
- Three-fourths are male; one-fourth are female
- Education is sixth grade
- Unemployed for 18 months
- No skill training
- Parents are unskilled
- Lives with one and a half families
- Married with three children
- Needs eyeglasses, dental work
- Has seen a physician only once in his life
- Can afford to eat only twice a day
- Has no transportation
- Has had serious contact with the law

¹⁰Eugene S. Callender and James L. Turrentine, "Business and the Hard-Core Unemployed," Personnel, Vol. 45, No. 4, July-August, 1968, p. 8.

¹¹Mill and Factory, "Managing the Hard Core," August, 1968, pp. 42-50.



With the above national cross section of a Hard Core person, the five companies in this survey were asked to rank order the most common employee problems that they have encountered under the NAB program.

Problems (Rank Order)

1. Work habits - especially absenteeism
2. Financial debts
3. Alcoholism
4. Transportation

Several managers commented that the Hard Core individual has a difficult time adjusting to the regimentation of working hours since he has not been exposed to it to the same degree as a regular worker. They reported that absenteeism begins to lessen after a period of time. The problem of financial debts and the lack of basic understanding of finance has a deeply routed base with these people. The problem is compounded since Ohio law permits a lender to attach up to 90 percent of a person's wage. Many people who fall into serious financial trouble cannot live in 10 percent of their wage. If they avoid work and can collect unemployment compensation, they actually receive more money per week. Impacting on absenteeism is the problem of heavy drinking. This was noted especially after weekends and pay days. The two companies that were located on the edge of the city both commented about transportation problems contributing to absenteeism. Again it is difficult to measure directly the impact of transportation on the problem

of absenteeism.

When asked for general comments regarding the NAB program, three companies felt that the NAB program was achieving its goals. Two stated that there were too many overlapping programs trying to achieve basically the same goals. One company indicated that their program had suffered as a result of no union support. Another company reported that CMACAO efforts were providing a source of strength to their internal program. And, lastly, one company stated that its own internal program for handling Hard Core workers was poorly developed.

Survey of Literature

This survey covered primarily written reports and official documents. The majority of the material was developed during the spring and summer of 1968, however, some of the summarizing material appeared subsequent to this period.

On January 1, 1969, the Columbus NAB issued a Jobs Report that provided a "characteristic summary" of typical basic jobs trainees for that area. This was based on its experience through the end of 1968 with 1191 trainees. It provided the first profile of the Columbus NAB program. This information on Hard Core hiring experience was produced from employers reporting through the Columbus NAB information system. In general the information confirmed the fact that the objectives were being met. Also, on the preceding November 6, 1968, Leo C. Beebe in a Memorandum For The

President detailed a revised national Hard Core profile based on actual experience.¹² The Columbus NAB compiled a Hard Core profile of its own which reflected the local situation. The local data is detailed in Figure 7 and the national data is in Figure 8.

In comparing the two sets of statistics, the most divergence between the national and local numbers lies in the different average ages. In Columbus the average age is 45.06 while nationally the average age was 28.7. Nationally, Negroes represent 78 percent of the total. In Columbus, they represent 70 percent of the total. Both figures represent very high percentages, however, there is a significant difference between them. Both are close in average number of grades completed in school at over the 10th grade. Both groups had been unemployed about a half of the preceding year. Both groups were significantly below the official poverty level. In Columbus the percentage of female Hard Core (34%) was substantially higher than the national level (27%).

A closer analysis of some of the Columbus statistics provides some interesting insights into the local Hard Core profile. While there may be a high percentage that require medical attention, only 1 percent were classified as being handicapped.

¹²Leo C. Beebe, "Memorandum for the President: Progress in Hard Core Hiring and Training," NAB, November 6, 1968, p. 1.

FIGURE 7

Columbus Hard Core ProfileCharacteristic Summary

- 66% are male, 34% are female
- Average age is 45.1
- 70% are Negroes. Balance are almost all white.
- Average completed grades in school are 10.
2% have less than 7 years. 79% have up to 10 years.
- 1% are classified as handicapped
- Average number of members in a family are 3.3.

SOURCE: COLUMBUS NAB
1-1-69

FIGURE 8

Memorandum to the President
Progress in Hard Core Hiring and TrainingNational Hard Core Profile

- 73% are male, 27% are female
- 70% are between 20-24 years of age, 17% under 20, 13% over 40. The average age is 28.7.
- 78% are Negro, 11% white, 6% Mexican-American
2% Puerto Rican, 3% other
- Average family size is 3.9 persons
- Average completed grades in school are 10.4
- Hirees were unemployed an average of 25.4 weeks the past year
- Family income averaged \$2,773 per year
- Monthly turnover rate is 4%

SOURCE: NAB 11-6-68

Educationally, only 2 percent have less than seven years of schooling and 79 percent have at least ten years. In spite of this record, there has been much concern about functional illiteracy versus academic attainment. Mr. Beebe's memorandum of November 6, 1968 to the President supports this position.¹³ This situation warrants further study at a later time.

The Columbus NAB Report points out that the employer is still the major source for reaching the individual. Sixty-seven percent were self-certified by the employer while only thirty-one percent came from CEP and the Ohio Employment Service.

The termination number of 106 for all reasons out of a total of 1191 is not presented in a manner that lends itself to providing an accurate turnover rate for comparison with national figures. Of special note is the fact that only six workers were discharged for poor performance. This further substantiates the information obtained in the survey of the five Columbus businesses. Also substantiated in that survey is the fact that absenteeism is the most significant problem the Hard Core worker must overcome. Twenty workers were discharged for the reason of absenteeism. Since this has emerged as the prime cause for discharge of Hard Core workers further study of this problem is warranted.

¹³Ibid.

In 1968 the Columbus Area Chamber of Commerce sponsored a study, "Hard Core Unemployment in Columbus," by H. G. Rennie. In that study Mr. Rennie reviewed the NAB program as a part of his total study. He came to the following conclusions.

NAB's advantages:

- 1) It has made initial contact with the demand side and "educated" employers to Columbus' Hard Core unemployment problems.
- 2) It is a highly successful group and has established a precedent of private enterprise becoming actively involved in social problems.
- 3) It has the backing of the U. S. Government and therefore has developed channels through government red-tape.

NAB's only disadvantage is that it is merely an intermediary between supply and demand. It does not have the power to generate this demand and must, therefore, present to an employer a worker capable of starting in an entry level job. Private enterprise must actively be involved in placing Hard Core persons in jobs.

Mr. Rennie's conclusions based on surveys for his study support the hypothesis that business is capable of hiring and training the Hard Core person to meet the local NAB employment goals.

In summary, the official NAB analysis and the Chamber of Commerce report support the conclusion that the NAB program reached the Hard Core hiring goals established for the end of summer 1968.

Interviews

During the course of this study personal interviews were conducted with NAB officials, business managers, and

others involved in the NAB program from such organizations as CMACAO, Battelle Memorial Labs, and the Ohio Employment Service.

Generally, the NAB officials expressed satisfaction at reaching the goals that were set for them. Universally, they acknowledged important favorable factors that Columbus had which contributed to that success.

Favorable Factors:

- Low Unemployment and Strong Local Economy
- Strong and Progressive Business Leadership
- Effective Cooperation with State Employment Service and CMACAO
- Less Severe Inner City Problems

Mr. E. J. Eckel paid particular tribute to the ground-work laid earlier by the Columbus Chamber of Commerce. This organization was already at work when the NAB program came into existence and, in fact, became the nucleus of the Columbus NAB program.

Columbus NAB noted that only seven local companies had approved training programs with government financing during this period. Also, only two more businesses were seeking approval for such programs. During the period of this study local businesses expressed little interest and need for government financing in order to meet their targets. One company to seek such federal funds was Rose Wiping Cloths, Inc., which

received a grant for \$21,775.¹⁴ The grant was awarded to 20 Hard Core unemployed in seven occupations. The on-the-job training will vary from 15 weeks to a year. Jobs covered by this program are textile cutters and sorters, fork lift operators, truck drivers, electrical maintenance men, washing machine operators, general maintenance men, and floormen. It is projected that the wages will average \$1.83 per hour upon completion of the training. The two year training proposal, created with the help of NAB, is funded through the Department of Labor's MA-3 program series.

Actually most of the Hard Core unemployed were absorbed into the main stream of business with a minimum of extra effort on the part of the participating businesses according to Columbus NAB officials. Mr. Thomas A. Wightman of Columbus NAB pointed out, in a discussion on the cost of hiring unskilled people, "The fact is, some of them will fit into normal company training programs."¹⁵ While training is a problem, he went on to note the "quality of jobs" merits serious consideration.

The quality of jobs needs to be improved. While we have obtained many good jobs, some companies try to

¹⁴"Grant Given to Train Unemployed," Columbus Dispatch, September 4, 1968, p. 32.

¹⁵Interview with Thomas A. Wightman, September 18, 1968.

use NAB as a normal employment source for low skill or dead-end jobs. This we discourage and try to get such jobs reconstructed so they act as a spring-board for better pay and opportunity.

Mr. Wightman reported that the drive for meeting the Hard Core program goal (500) by the first of September 1968 moved well from the beginning. When the target date arrived there were 800 on roll. However, the problem was more difficult to solve when it came to meeting the summer youth quota (1900). Eventually, Mr. Wightman indicated, that it too surpassed its goal and placed a total of 2043 on jobs. Due to several strikes, vacation shutdowns, and layoffs in the Columbus area it appeared at one time that this portion of the program might flounder without meeting its goal. This obstacle was overcome when NAB went to these businesses and raised cash pledges for \$34,000. This money was sent directly to the United Community Council. In turn the UCC obtained free usage of trucks from the city, county, and state agencies. Clean-up campaigns were organized through settlement houses and CMACAO centers. By this means 160 young people between the ages of 14 through 17 were employed at \$1.75 per hour and the Columbus NAB exceeded its quota.

Another group that was close to the employment situation was the company managers and supervisors. This group was involved in the program at the company level. In interviewing the representatives of the five selected companies and supervisors from Western Electric Company there were several points

which received general agreement. First, it was felt that the NAB program was achieving its intended results. Second, the program was demonstrating that the Hard Core worker compared satisfactorily with other average workers in job performance. Third, while the Hard Core worker could do the job, he did have personal problems in excess of other average workers. These personal problems covered a wide spectrum such as excessive drinking; financial debts; personal habits (body odor, profanity, neatness, etc.) which cause serious adjustment problems for the Hard Core workers. Fourth, the managers reported that there is concern, especially at the first level of management, regarding the amount of preferential treatment that Hard Core workers might receive. This concern relates to the ability of the supervisor to soundly explain the activities of the NAB program to the other employees. As was noted in Figure 5 on page 30, little management training was conducted which would enable the supervisor to cope with this problem.

At the CMACAO headquarters, Mrs. Nancy Straughter was interviewed.¹⁶ She is the Manpower Director of the separate Concentrated Employment Service (CEP). She has under her authority a training coordinator and nine job developers. These job developers receive the job descriptions from NAB and

¹⁶Interview with Nancy Straughter, July 25, 1969.

follow-up with the participating companies to fill those needs with Hard Core applicants. Mrs. Straughter's group works very closely with the Ohio Employment Service which has about 23 representatives in the five CMACAO locations as a part of an "Outreach" program for reaching the Hard Core unemployed. The "Outreach" employment program was established in selected inner city CMACAO centers where the Hard Core unemployed could be reached more easily with job opportunities. Table 5 identifies the CMACAO centers and the neighborhoods that they support. These inner city centers were being used by Mrs. Straughter's CEP organization and the Employment Service in their attempt to reach the Hard Core unemployed.

Mrs. Straughter cited several factors which have contributed to the success of the NAB program.

Favorable Factors

- Fine cooperation among NAB, CMACAO, and Ohio Employment Service
- Comparatively prosperous ghetto
- Lack of significant language problem (few Puerto Ricans or Spanish speaking people)
- Relatively high educational level in the Columbus inner city
- Good economic conditions

There are, however, several factors which work unsatisfactorily.

Unfavorable Factors

- Top level solicitation efforts too rarely filter down to lower levels of management

Community Job Centers in CMACOA-Centers

Hard-core unemployed adults, and school-age needy youth applicants for summer jobs, are referred from many sources — schools, welfare agencies, corrective agencies and settlement houses.

WESTSIDE Job Center

Central High
Starling Jr. High
Boys Club of Cols.,
South Gift St.
Legal Aid
Urbancrest Service Center
Gladden Community House

NORTHEAST Job Center

Everett Jr. High
Linden McKinley
Indianola Jr. High
Linmoor Jr. High
Boys Club (Cleveland Ave.)
Godman Guild
St. Stephens Community House
Neighborhood House, Traylee
Northside Service Center

SOUTH SIDE Job Center

South High School
Roosevelt Jr. High
Barrett Jr. High
YMCA South Side
South Side Settlement House

AREA SIX Job Center

Franklin Jr. High
East High School
Mohawk Jr. High
ECCO Center
Council of South
Garfield Square
Central Community House

EASTSIDE Job Center

Monroe Jr. High
Champion Jr. High
East High School
Columbus Urban League
CORE
Cols. NAACP
YMCA-Woodland
Neighborhood House at
800 Leonard Ave.,
940 Caldwell Place,
and Fort Hayes

LOCATIONS of Community Job Centers

In CMACOA Centers — Columbus Metropolitan Area Community Action Organization

WEST SIDE — 415 W. Rich St.

NORTHEAST — 683 New York Ave.

SOUTH SIDE — 379 E. Barthman Ave.

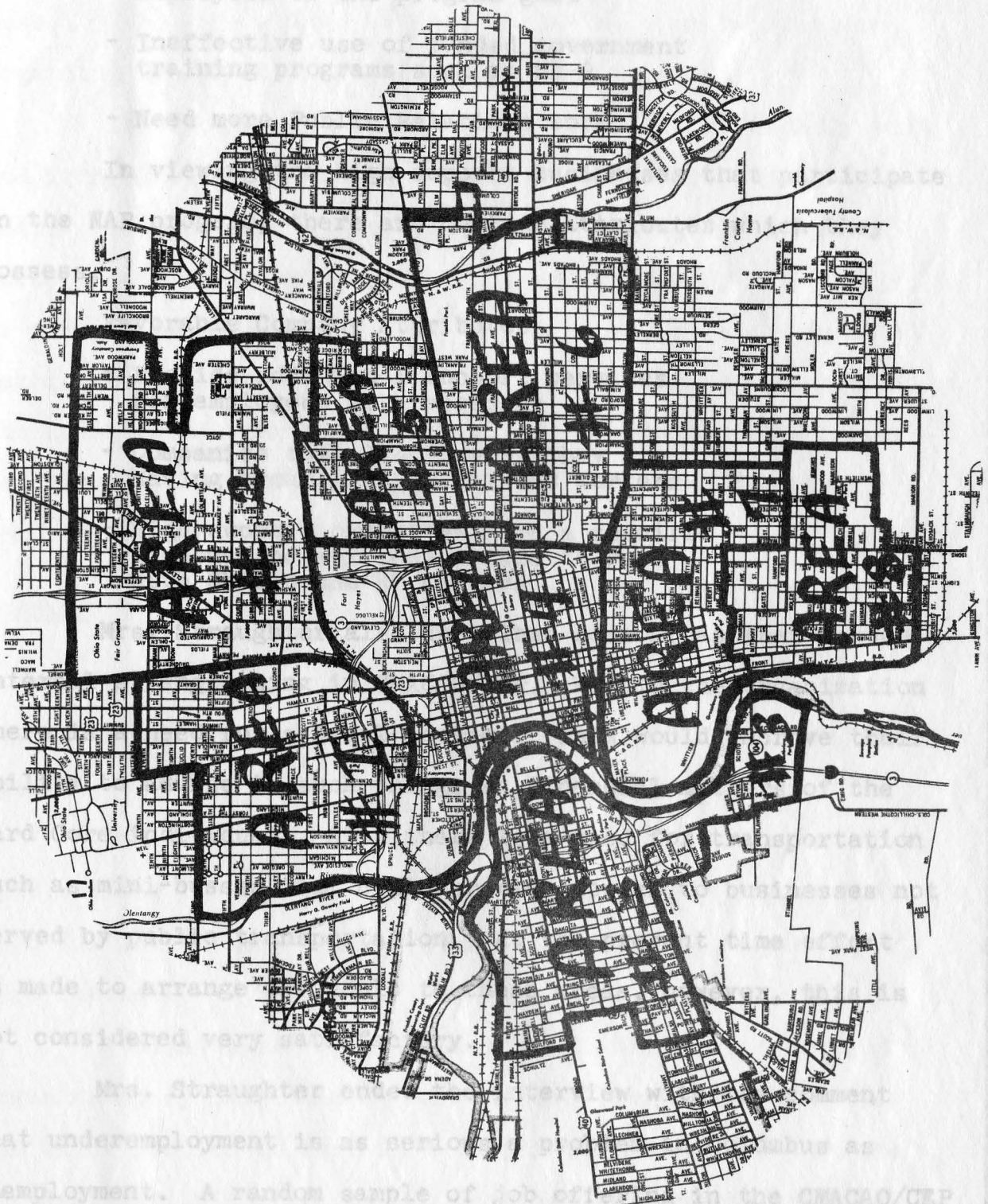
EAST SIDE — 771½ E. Long St.

AREA SIX — 1256 Oak St.

Corrective Agencies Will Refer Applicants To Job Centers Nearest Home Addresses

Adult Parole Authority
Franklin County Juvenile Center
Bureau of Juvenile Placement
Franklin County Welfare

Municipal Court — Probation Dept.
Juvenile Welfare Bureau, Cols. Police Dept.
Bureau of Vocational Rehabilitation



- Poor or no presentation to company employees of the program goal
- Ineffective use of funded government training programs such as MA-3
- Need more Public Relations work

In viewing the high support businesses that participate in the NAB program, there are certain attributes which they possess.

Favorable Company Attributes

- Provide additional support services for employees with problems
- Companies call CMACAO when they are having trouble with their HC workers
- High support companies have a specific in-house person responsible to work with CMACAO and HC workers

Mrs. Straughter also described some areas that needed internal strengthening in CMACAO/CEP. Within the organization there is a need for a legal advisor. This would improve their ability to advise in such things as financial matters of the Hard Core individual. Also there is a need for transportation such as mini-busses that could provide access to businesses not served by public transportation. At the present time effort is made to arrange car pools to these areas, however, this is not considered very satisfactory.

Mrs. Straughter ended the interview with the comment that underemployment is as serious a problem in Columbus as unemployment. A random sample of job offering in the CMACAO/CEP files revealed the following spread of job offerings. The lower

starting pay rates and occupations of some job offerings were noted by Mrs. Straughter. These reflected upon her concern regarding the problem of underemployment.

These jobs ranged from \$1.60 to \$2.64½ for hourly work and from \$280.00 to \$325.00 per month on a starting salary basis. At the lower end of these wage scales, the annual income would be slightly over the poverty level for a family of three. In addition several of the jobs such as porter and rag sorter appeared to be dead-ended jobs with no opportunity for advancement. However, several of the manufacturing jobs had the advantage of features such as wage incentives and regular job progressions.

Summary

In conclusion, the study of Columbus NAB program during the spring and summer of 1968 revealed several major facts.

Columbus met and exceeded its targets for September 1, 1968. These targets were 500 for the Hard Core program and 1900 for the Summer Youth program; 800 and 2043 respectively were reached.

A high degree of cooperation existed among the major organizations, NAB, CMACAO, and the Ohio Employment Service. The major portion of Hard Core certification was in the form of "Self-Certification" by the participating companies (67%).

TABLE 6

Sample

Columbus NAB Job Offerings

<u>Employment</u>	<u>Start Pay Rate</u>	<u>Male/ Female</u>	<u>Occupational Title</u>
Retail	\$1.65 hr	M/F	Sales - General
Insurance	65.00 wk	M/F	Typist
Utility	Open	M	House Serviceman
Manufacturing	1.60	M/F	Rag Sorter/Cutter
Research	70.00 wk	M/F	Library Asst.
Manufacturing	325.00 mo	M/F	Clerk-Typist
Bank	280.00 mo	M/F	Coding Clerk
Manufacturing	2.34 hr	M	Installer
"	2.21 hr	M	Metal Cleaner
"	2.64 $\frac{1}{2}$ hr	M	Assembler, Small Parts
"	2.22 hr	M/F	" " "
"	2.00 hr	M	Porter
"	2.00 hr	M	Shear Operator

SOURCE: CMACAO

The Hard Core workers were trained and performed satisfactorily on the job. Only 6 percent were discharged for unsatisfactory job performance.

The Hard Core workers were hired and trained with a minimum of management training by the participating companies.

The most successful companies in retaining Hard Core workers provided additional support services and coordinated with CMACAO in resolving personal problems arising from such things as absenteeism, drinking, financial debts, and transportation.

Also, Columbus was fortunate in having a sound economy, a progressive business community, and compared to the national average a relatively superior Hard Core individual.

Finally, there are serious questions to be voiced regarding the degree of underemployment that exists in the community. This problem was not examined intensively in this study. It should be the subject of another analysis.

CHAPTER IV

WESTERN ELECTRIC COMPANY - COLUMBUS WORKS

A CASE STUDY

The plan of this chapter is to review in detail some of the important data of the Western Electric Company's Columbus Works as it pertains to the NAB program. This will involve a review of the management and its operation and a review of the company's Hard Core data.

The Western Electric Company moved to Columbus in 1957 and established a large manufacturing unit on the far east side of the city. As the manufacturing and supply arm of the Bell System, the local plant engaged in the manufacture of central telephone office equipment. By 1968 the total plant population - including technical, office, and shop personnel - exceeded 8,000 people. During 1968, Western Electric became the largest manufacturing plant in the Columbus area and the third largest in the company. Most hourly people in the shop were working substantial overtime at time and a half pay and were on a group wage incentive plan that earned an additional 10-15 percent bonus. Shop personnel were represented by a local union of the International Brotherhood of Electrical Workers. At the end

of 1968, the Columbus plant had approximately an 11 percent Negro population. This represented an approximate norm for the community.

Management

Top management at the Columbus plant served on many local civic groups. In fact, the general manager, Mr. E. J. Eckel, served as the vice chairman of the Columbus NAB.

At each level of management there is a two week corporate training course that is given to the newly promoted supervisor. It is directed toward the general business and human relations problems that are encountered at that particular level of management. In addition, there are many corporate and local training programs that are given, as required, on job related and non-job related problems.

With the development of the local NAB program, the top management of the Columbus plant decided to expose each member of its management and other key people to a one day information - discussion session on urban problems.

The seminar was called "The New Challenge for Management." It had three stated objectives.¹

- 1) To explore in depth each conferee's racial attitude.
- 2) To develop a better awareness and understanding of minority groups; in particular the Negro.

¹"New Challenge for Management," for Special Release to: Plan for Progress, Columbus Area Chamber of Commerce, June 1968.

- 3) To equip conferees with a better insight into the value of the JOBS program established under the auspices of the National Alliance of Businessmen.

Utilizing group dynamics and non-directive counseling techniques, the two conference leaders, one black and one white, tackled the urban problem of the black man and looked at factors of bias, indifference, and misconception. Each group consisted of about fifteen conferees who were given wide exposure to the complex urban problem - including the position of the black militant. Special emphasis was placed on the need for hiring, training, utilizing, and motivating the disadvantaged person. The following agenda outlines the events of the seminar.

Between June 5, 1968 and October 8, 1968, a total of 552 attended these day long seminars. These seminars were directed primarily toward all supervisors, employment and training personnel, and security people. The Executive Director of the Urban League; a Vice-President, Public Relations, of a local insurance company; and an Administrative Assistant of the Plan for Progress were invited as guests.

At the end of each seminar a questionnaire was filled out by each of the participants. When the sessions were concluded on October 8, 1968, the results of the questionnaire were summarized. Overwhelmingly, the participants agreed that the seminar was proper and suitable to their future work requirements by a ratio of 98 to 2. In answering to the overall value and significance of the seminar 62 percent rated it

TABLE 7
ONE DAY SEMINAR AGENDA

INTRODUCTION - Training Class Leader

KEYNOTE SPEAKER - Plant Manager

FILM - Company President states Corporate Position

FILM - NAB

SLIDES AND STATISTICS - (Evolution of Problem) Exploration of
Prejudices - Training Class Leader

Break

FILM - "Crisis in Our Cities"

DISCUSSION - A look at attitudes as a result of information
seen and heard to this point

Lunch

FILM - Analysis of "Crisis in Our Cities"

MYTHS OF RACISM - Training Class Leader

CULTURAL PATTERNS AND LINGUISTICS - Training Class Leader

DISCUSSION - Our part as supervisors - Training Class Leaders

- A. Job Adaptation
- B. Behavior Patterns

FILM - Action by Company

CONCLUSION

Distribution of materials.

- 1. Summary report
- 2. Evaluation sheet
- 3. Bibliography

SOURCE: Western Electric Co.
Columbus Works

as excellent, 36 percent rated it as good, and 2 percent rated it as fair.²

During the period under study forty-three Hard Core workers were hired. The comparison with the national and local NAB worker profile in selected categories is as follows:

TABLE 8

Comparative Hard Core Worker Profile

	<u>National</u>	<u>Columbus</u>	<u>W.E.</u>
Sex (%)			
Male	73	66	53.5
Female	27	34	46.5
Average Age	28.7	45.1	22.6
Average No. Family	3.9	3.3	2.6
Race (%)			
Black	78	70	88.4
White	11	29	11.6

SOURCE: NAB AND W.E. - COLUMBUS

The percentage of black people hired by Western Electric exceeds both the national and local levels. If five black Hard Core workers with police records were deducted from the total number, the ratio would be much more in line with local and national percentages. It had been prior practice not to hire applicants with police records. The departure from this rule represented somewhat of an experiment.

²See Appendix E.

The ratio of male and female, while different from the national and local ratios, does represent the plant ratio of males to females.

The detailed information regarding all the Hard Core workers is described on the next chart. It should be noted that these are entry level jobs and all employees have a regular progression path.

Two individuals' cases were reviewed in which the involved workers were terminated for absenteeism. As noted in Chapter III absenteeism is a significant factor in termination cases under the NAB program. There are several interesting notes about these two cases.

In both cases, a high degree of cooperation was apparent between the personnel organization and CMACAO. Since Western Electric is located on the far east end of town transportation is a problem, but in both of these cases strong efforts were made by the company and CMACAO to overcome the problem. Also it is apparent that extensive effort was made to locate the workers and retain them at their jobs.³

Western Electric is not served by public transportation. Therefore, the personnel people coordinate with shop supervisors in arranging adequate transportation for those employees who do not have personal transportation. Lack of transportation is usually overcome as a significant problem.

³These cases are examined and detailed in two memoranda by Western Electric supervisors in Appendix F.

TABLE 9

Comparative Hard Core Worker Profile

	<u>National</u>	<u>Columbus</u>	<u>W.E.</u>
Sex (%)			
Male	73	66	53.5
Female	27	34	46.5
Average Age	28.7	45.1	22.6
Average No. Family	3.9	3.3	2.6
Race (%)			
Black	78	70	88.4
White	11	29	11.6

Since the onset of the NAB program, Western Electric has hired Hard Core workers from two sources. The CEP people at the CMACAO centers have been one source. "Off the Street" hiring has been the other major source. In the latter case, a self-certification procedure is initiated. In its position as a major employer in Columbus, many applicants are drawn to Western Electric. If these applicants fit the criteria of a Hard Core person, a request is sent to Columbus NAB requesting self-certification.

As noted in Figure 8, a wide range of jobs, primarily factory, was provided Hard Core workers at Western Electric. Training for these positions was almost entirely in the form of on-the-job training. In some cases "vestibule" training was utilized for new employees wherein special training sections were set up in the shop. Once the trainee reached a certain level of job performance he was assigned to a regular shop assignment. As an example, some wiring assignments utilized vestibule training. Normally a trainee would spend two or four weeks in vestibule training. The Hard Core workers that were hired by Western Electric Company were assimilated into the regular training programs. There was no major difference in the dropout rate between the Hard Core worker and the regular worker.

Hard Core workers and regular workers were provided the same degree of supporting service. Company services such as clubs, credit union, and counseling were available to all

employees. It should be noted, however, that the counselor was Negro and a majority of his time was spent with Negroes. It was common practice for factory supervisors to contact the counselor on personnel matters pertaining to Hard Core workers prior to taking major disciplinary action.

Under the Summer program, the needy youth were offered many of the same kinds of jobs that were offered to the older Hard Core workers. In general, however, they were placed on jobs with relatively short learning curves. Work in this area included such things as cable forming, material handling, bench work, and packing. These were normal factory entry level jobs. If these young workers remained with the company they would progress to better paying work on the basis of seniority and qualifications in the same manner as all other employees progressed.

Discussions with two chief stewards regarding the Hard Core workers revealed that they rarely had any extraordinary problems with these people over job performance or attitude. In some cases they had problems regarding absenteeism or personal hygiene. They have not received much negative comment from other workers except 1) concern that the Hard Core worker might receive preferential treatment and 2) concern that the "quality" of new employees was being lowered.

Summary

This chapter examined in some detail the experience of Western Electric as a participant in the Columbus NAB program. This examination revealed several facts.

Western Electric was able to hire and train its Hard Core workers with a minimum of extra training effort.

The company conducted a very effective seminar to prepare its management and key employees for the NAB program.

A high degree of cooperation was evident between the company, CMACAO, and the Ohio Employment Service.

Absenteeism was a significant factor in termination cases. Even extensive work on the part of the company personnel organization and CMACAO could not overcome this problem.

While transportation can be a serious obstacle in successfully assimilating the Hard Core worker, interest and cooperation between the company and CMACAO tended to overcome it.

In a company such as Western Electric that has a formal, structured job progression ladder, underemployment does not seem to be a significant factor.

CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

Employing the Hard Core unemployed is now a matter of national concern. A major effort is now being made by the federal government to join forces with the business community through the National Alliance of Businessmen. Since 1968 is the first year of this program, very little was known of the impact on each of the fifty largest cities in the nation. However, if the program is going to work, it has to succeed in the large cities where the majority of the disadvantaged are concentrated.

The purpose of this investigation was to select one of these fifty cities, Columbus, Ohio, and survey the efforts of the National Alliance of Businessmen on the scene. To accomplish this, activities of government, business, and other involved organizations were reviewed.

In Chapter I four hypotheses were proposed and throughout the balance of this study they were under examination. At this time they will be reviewed in light of the results of this study.

The first hypothesis stated, "To meet the goals of the Columbus NAB program, the Ohio Employment Service and the Concentrated Employment Program, as the governmental arm of NAB, are able to recruit the unemployed Hard Core person who is not reached by normal business recruiting." As noted in the text of the thesis, the employment goals of 500 Hard Core and 1900 Summer youths were successfully passed. They reached 800 and 2043 respectively by the target date of September 1, 1968. In terms of the overall numbers, thirty-one percent were recruited by CEP and the Ohio Employment Service in the inner city CMACAO centers. Therefore, on the basis of this study the first hypothesis is proven.

The second hypothesis stated, "Business in Columbus as the major source of jobs is capable of hiring the Hard Core person to meet the local NAB employment goals." When the Columbus NAB went over the top of its goal it substantiated the hypothesis that it was capable of hiring the Hard Core in sufficient numbers to meet the local goals. The low unemployment rate in the area served by the Columbus NAB program was a positive factor in this achievement.

"Business in Columbus is capable of training the Hard Core person to meet its business goals," was the third hypothesis studied. This hypothesis was proven. Very few Hard Core were discharged for poor performance. By the end of 1968, only six workers were discharged for poor performance. This achievement

was reached without requiring many specially funded government or private training programs.

The fourth and last hypothesis stated, "Business in Columbus is capable of providing enough summer job experiences for the unemployed, needy, young people to meet the local NAB employment goals." When the Columbus NAB exceeded its goal, this hypothesis was substantiated. There were some problems associated with employing the needy youth. The major problem concerned the initial slow start toward meeting its target. Business was less prepared to hire youth for summer jobs than it was to hire the Hard Core for already existing and permanent jobs in business.

Outlook

The preceding study is now concluded. The perspective provided by this study offers the opportunity to make several final observations regarding the future of NAB in Columbus.

The high degree of cooperation between NAB, OES, and CMACAO, plus the social and economic climate of Columbus offer much encouragement for its continued success in meeting future targets.

To the extent that the participating companies do not keep their lower management and employees apprised to their efforts, they will place unneeded obstacles in the path of success.

With progress being made in reducing Hard Core unemployment, greater emphasis is needed in identifying and solving the problem of underemployment. To date little detailed data has been developed in Columbus regarding this problem.

Finally much of the success in Columbus results from the vitality of its inner city organizations, particularly CMACAO. Consideration should be given to providing additional support so that its service might be enlarged. Current activities such as training, counseling, youth projects, day care, and special transportation might benefit from this additional support.

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R. B. Bentley, NAB Coordinator, Nationwide Insurance Co.

A. A. Campbell, Job Procurement Manager of Columbus NAB

K. Crockett, Employment Supervisor, Columbus Works, Western Electric Co., Inc.

E. J. Eckel, Vice Chairman of Columbus NAB and General Manager of the Columbus Works, Western Electric Co., Inc.

G. Fry, Director, Industrial Relations, Buckeye Industrial

R. Klaas, Job Procurement Manager of Columbus NAB

R. McCall, Asst. Personnel Manager, The Kroger Co.

J. Platenburg, Ohio Employment Service

N. Straughter, Manpower Director, CEP

P. Rush, Chief Steward, IBEW #2020

R. Van Horn, Department Head, Bell Telephone Laboratories

R. Vincent, Battelle Laboratories

T. A. Wightman, Executive Director of Columbus NAB

APPENDICES

APPENDIX A
FIFTY PARTICIPATING CITIES

Akron
Atlanta

Baltimore
Birmingham
Boston
Buffalo

Chicago
Cincinnati
Cleveland
Columbus

Dallas
Dayton
Denver
Detroit

El Paso

Fort Worth

Honolulu
Houston

Indianapolis

Jersey City

Kansas City

Long Beach
Los Angeles
Louisville

Memphis
Miami
Milwaukee
Minneapolis

Newark
New Orleans
New York
Norfolk

Oakland
Oklahoma City
Omaha

Philadelphia
Phoenix
Pittsburgh
Portland

Rochester

St. Louis
St. Paul
San Antonio
San Francisco
Seattle

Tampa
Toledo
Tulsa

Washington, D. C.

APPENDIX B
LOCAL RESOURCES IN COLUMBUS

Model Cities Contact

James Crozier
Director of Development
City Hall
90 West Broad Street
Columbus, Ohio

Employment Service Office

John Plattenburg
Area Manager
Ohio Bureau of Employment Services
309 South 4th Street
Columbus, Ohio 43216
Phone: 614-469-2474

Mayor's Youth Coordinator

Melvin Dodge
90 West Broad Street
Columbus, Ohio

Community Action

Columbus Metropolitan Area Community
Action Organization
137 East State Street
Columbus, Ohio 43215
Ralph R. Pidcock, Director

APPENDIX C

PARTICIPATING COLUMBUS BUSINESSES

Columbus-NAB - July 10, 1968 - Status

A & P Food Stores	Buckeye Bag & Burlap
A & R Merchandising	Buckeye Federal
Adkins Marathon	Buckeye International
Adkins Pure Oil	Buckeye State Window
Aladdin Laundry and	Cleaning Co.
Dry Cleaners	Bud Corporation
Alston's Humble Serv.	Burger Boy Food
American Airlines	Burger Chef
American Education	Burger King
Publctns., Ed. Div.	Burney's Sohio Serv.
Xerox Co.	Butler & Butler Bldg.
American Zinc Oxide	Maintenance
Anchor Appliance Mfg.	George Byers & Sons
Anheuser-Busch, Inc.	CVI Corporation
Arby's Roast Beef	Capital City Products
Arlington TV	Capital Finance
Arrow Mfg. Co.	Capitol Machine Co.
Ashland Oil	Capitol Mfg., a Div.
Athletic Club	Of Harsco Co.
Atlas Moving & Storage	Carpet Installation Co.
B & W Pure Oil Serv.	Celanese Plastics
R. G. Barry Corp.	Central Ohio Gasoline
Raymond S. Barry, Inc.	Dealers
Battelle Memorial Inst.	Central Ohio Paper Co.
Beasley Deshler	Certified Ohio #120
Beasley Industries, Inc.	Chase Foundry & Mfg. Co.
Bell Telephone Laboratories	Chemical Abstracts
Berwick Plaza 66 Serv.	Children's Hospital
Beverlee Drive-In	Christopher Construction
Big Bear	Christopher Inn
Big Drum, Inc.	City Janitorial Service
Blue Cross	City National Bank
Bogen, Bogen & Bogen	City Window Clean. Co.
Borden Milk	Claycraft Company
Boston Store	Coca Cola
Bridges Bros. Landscaping	Columbia Gas of Ohio
& Garden Store	Columbia Gas System
Harold Bridges Land-	Service Corp.
scaping Co.	Columbus Bank Note Co.
Bron Shoe	Columbus Citizen-Journal

Cols. & Southern Ohio
 Elec. Co.
 Columbus Dental Mfg. Co.
 Columbus Green Cab
 Columbus Heating &
 Ventilating Co.
 Columbus Jack Corp.
 Columbus Jets
 Columbus Milpar
 Cols. Orthopedic
 Appliance Co.
 Columbus Plastic Prod.
 Columbus Retail Merchants
 Delivery Service
 Columbus Roof Trusses
 Columbus Sucker Rod Co.
 Columbus Steel Drum
 Columbus Steel Supply
 Cols. Wallmaster Co.
 Cols. Window Cleaning
 Cook's Sohio Serv.
 Cranfill Dental Lab.
 Cussin & Fearn Co.
 Derring Sohio Service
 Diamond Milk Products
 Dispatch Printing Co.
 Doctors Hospital
 Dresser Ideco Co.
 The J. T. Edwards Co.
 Electric Power Equip.
 Everglades Restaurant
 F M C Corporation
 Farm Crest Bakeries
 Federal Paper Board,
 Federal Glass Div.
 Fishel Co.
 Fisher's Sinclair Serv.
 Ford Associates
 James Fox Co.
 Frisch's Big Boy
 Frito Lay Potato Chips
 Fruehauf Corporation
 Garris Sohio Service
 Garwick & Ross, Inc.
 Gates' Sohio
 General Const. & Concrete
 C Const. Co.
 General Electric Co.,
 Circleville
 B. F. Goodrich Co.
 Goodwill Industries

Grace, W. R.
 Grange Mutual Casualty
 Grant Hospital
 Green's Texaco Serv.
 Hance Corporation
 Hanna Paint Co.
 Hart's Family Store
 Highlights for Children
 Gustav Hirsch Org., Inc.
 Hobby Ranchhouse #1
 (Col. Sanders)
 Holderman & Sons, V. N.
 Homewood Building Co.
 Hooper's Bonded Oil
 Huffman'Wolfe Co.
 Humble Oil Co.
 Huntington Nat'l Bank
 IBM Corporation
 Igel George J. & Co.
 Industrial Nucleonics
 International House of
 Pancakes
 Isaly's Great Eastern
 Jackson's Shell Station
 Jacob's & Sons
 Jeffrey Mfg. Co.
 Johnson Electric Co.
 Jones Sunoco Station
 Joyce Products
 Julian & Kokenge Co.
 Kahiki
 Kapac Co.
 Keever Co., The
 Kenron Aluminum and
 Glass Corp.
 Keck's Bldg. Mainten.
 Kingswood Lumber Co.
 Kroger Co., The
 Laborer's Internat.
 Union of N. A.
 Local 423
 Landmark Farm Bureau
 Lattimer-Stevens Co.
 Lazarus
 Lennox Industries, Inc.
 Lewis, Grif
 Lincoln Molded Plastics
 Long Mfg. Co.
 Maramor
 Marblecliff Quarries
 Martina Metal

McGraw Edison
 McDonald's Drive-In
 Merck Sharp and Dohme
 Charles E. Merrill
 Books, Inc.
 Mercy Hospital
 Mid-Ohio Industries
 Minor Enterprises,
 DBA Arby's
 C. E. Morris Co.
 National Cash Register
 Nationwide Inn
 Nationwide Insurance Co.
 Neil House
 Nippert Electric Co.
 Delaware
 North American Rockwell
 Corp.
 Northland Texaco
 Northway Leasing Co.
 Ohio Auto Parts
 Ohio Bell Telephone
 Ohio Die Casting Co.
 Ohio National Bank
 Ohio Packing Co.
 Ohio Stater Inn
 O'Neill Awning & Tent Co.
 Osborne's Sohio Serv.
 Owens-Illinois, Inc.
 Circleville
 Paperlynen Co.
 Penn Central
 J. C. Penney Co.
 Pennington Bread Co.
 Pepsi-Cola Bottling
 Pick-Fort Hayes
 Piping Contractors
 Pitt's Sohio Serv.
 Plastex Co., The
 Pollock Paper Co.
 Porcelain Steel Bldgs.
 Potter Lumber and
 Supply Co.
 Ramsey Food
 Ranco Controls
 Reliance Universal
 Robertshaw Controls
 Robinwood Pharmacy
 Dan Rohyans Ford, Inc.
 Mrs. Root's Party House
 Rose Wiping Cloth

Royal Crown Bottling
 St. Ann's Hospital
 St. Anthony Hospital
 Sandy's Consolidated
 Saxon's
 Schottenstein Dept. Stores
 E. W. Scripps Co.
 Sears Roebuck Co.
 Seven-Up Bottling Co.
 Shell Ohio Co. Station
 Sheraton-Columbus Motor
 Hotel
 Simmons Company
 Speer, Julian
 L. R. Skelton & Co.
 Sohio, Sullivant Ave.
 Southern Hotel
 Standard Oil Co.
 Stapleton's Auto Parts
 State Auto Mutual Ins. Co.
 Stilson Alden E. & Assoc.
 Stouffer's University Inn
 Suburban Motor Freight
 Swan Cleaners
 Sutton's Shell Station
 Taytec Corporation
 Thompson Standard Sohio
 Topper Steel
 P. S. Truesdell Co.
 Tuney's Sunoco Serv.
 Tyler Drugs
 Union, The
 Union Cemetery
 Union Fork & Hoe
 United Com'l Travelers
 of America
 University Auto Sales
 University Pharmacy
 WTVN-TV
 Warren-Teed
 Weatherhead Corp.
 Western Electric Co.
 Westerville Meadow Gold
 Westinghouse Elect. Corp.
 White Castle
 White-Haines Optical Co.
 Wilson Floors Co.
 Worthington Fords
 The Xerox Corporation

APPENDIX D
SELECTED INTERVIEWS

November 13, 1968 Interview Summary

E. J. Eckel, Vice Chairman
Columbus Metro NAB and
General Manager
Western Electric Company
Columbus Works

1968 Results - The NAB program benefited from earlier groundwork which had been made by the local chamber of commerce. A top level committee of twenty-five Columbus business leaders were already at work on the unemployment problem when NAB came into being. This group became the nucleus of the Columbus NAB program. The Employment Service contributed very effectively to the overall success of the program. The leadership and personnel were top. The community organizations such as CMACAO provided good inner city sources for reaching the Hard Core unemployed. Finally, the economic vigor of the Columbus area provided an excellent climate for the program.

Targets - The problems of the inner city ghetto in Columbus do not seem as severe as in many other major cities. As a mathematical breakdown of the national target, the initial target was attainable by September 1968 and the

ultimate target seems within reach by 1971.

Training - Initially it had been expected that extensive basic education would be required by the Hard Core before they could participate in the work force. To date this has not been the case. So far there are only seven companies that have set up government financed training programs which cover less than 100 trainees and there are no applications from other companies pending. There is, however, a plan to set up a consortium among many of the participating NAB companies in the future.

Unions - The top level of the metropolitan union leadership has endorsed the NAB program but in the initial phase it has not exerted much effort with the rank and file. There have been some indications of concern at the lower levels that Hard Core employees might receive special consideration. This could be a troublesome area in the future.

Summer Youth Program - This phase of the program is considered to be most vital and it will be continued next year if it is discontinued as a part of the national program.

Business and Social Responsibility - The urban crisis is becoming so severe and the impact upon business is becoming so critical that American business cannot avoid taking an active role in reducing a prime factor in the present social unrest.

Recruiting - The close cooperation among government, business, and the CMACAO centers - coupled with the high level

of economic activity - has enabled its Outreach Program to readily absorb identifiable Hard Core unemployed.

September 25, 1968 Interview Summary

T. Wightman, Executive Director
Columbus Metro NAB

Community Organizations - CMACAO and CEP are most vital to the NAB success. CMACAO centers are being used for recruiting.

Recruiting - NAB is reaching the cream of the crop in 1968. Next year it will reach the skim milk. The Black community considers any goal as unachieved as long as there are unemployed. Many transients in Columbus never get on the unemployment rolls. The Employment Service is cooperating very effectively with NAB.

Pledges - Both large and small companies are participating. The Hard Core goal was 500 and 1000 was reached. The Summer Youth goal was 1900 and 2024 was reached. Too many pledges are still dead end jobs. This was especially true earlier in the program. Unemployment in Columbus is more critical than unemployment.

Training - There is serious concern regarding the lack of management training in the sensitivity area. There is too little counseling of the Hard Core. So far only seven companies have requested government aid for training.

Business Rationale - Although its role is not yet clearly defined there exists a general feeling among most businessmen that unemployment plays an important role in the present urban problem. Most businessmen feel that "jobs" is an area where they can help.

November 7, 1968 Interview Summary

K. Crockett, Personnel Supervisor
Western Electric Co., Inc. - Columbus

Profile of Hard Core Employees - Typically, they are between 20-30 years old, Negro, with approximately two years of high school education. A high percentage of them were born in Columbus and now live in its inner city. Many have some type of police record. Few have any successful or satisfying work experience.

Personal Problems of Hard Core Employees - Most have a very poor understanding of personal finance. They tend to be impulse buyers and often get into heavy debt without understanding the ramifications. There is a high degree of poor family history. Illegitimacy is fairly common among the women. Alcohol is a high contributor to their personal problems.

Work Experience with Hard Core Employees - Generally, their output performance conforms with a comparable level of other new employees on factory type work assignments. They

tend to be somewhat quiet and withdrawn from the rest of their work group. Two apparent casual factors, that came out in counseling sessions earlier, are job and racial rejections. These rejections make the Hard Core employees wary of forming new relationships. This lack of easy communication and prior satisfying work experience affects their ability to relate to company rules in the new situation.

APPENDIX E
LOCAL ARTICLES AND SPEECHES

Citizen-Journal
August 17, 1968

Columbus Puts Over Job Drive

By: Wink Hess

Columbus is one of the few cities in the United States to achieve its goals in the National Alliance of Businessmen (NAB) drive for jobs.

Why?

"Because people love Columbus," says a national job development program consultant.

The Columbus NAB was given a goal of 1900 summer jobs for young people. These jobs were to come from local private employers in addition to jobs provided by the city, state, and other public agencies.

Tom Wightman, Columbus NAB director, on loan to NAB from Lazarus, said Friday Columbus business and industrial firms pledged 2083 summer jobs and NAB placed 2037 young people in these jobs.

In the basic NAB program finding jobs for Hard Core unemployed and keeping them in those jobs, Columbus NAB was

given a quota of 500 private sector places. This goal was to be attained by September 1.

Friday, Wightman said Columbus business and industry have pledged 1277 permanent jobs for Hard Core unemployed, and the local NAB office has placed 752 in jobs.

They are filling the remaining available jobs as soon as they can give the Hard Core unemployed the minimum orientation and training necessary to begin working.

At a recent meeting with Columbus Metropolitan Area Community Action Organization (CMACAO) officials, Wightman was discussing this with Glen Tally, of Wollman Associates, a top consulting firm in the job development program field.

He asked Tally why he thought Columbus was able to exceed its quotas while most cities were having a hard time getting up to theirs.

Tally said, basically it is because the people who live here love Columbus.

Tally cited the close cooperation NAB has received from business, industry and all the various poverty-fighting and job-finding agencies involved.

A "good majority" of the city's employers are enlightened enough to see the needs of the times and public-spirited enough to want to see the evils of poverty and joblessness eliminated.

"They want the war on poverty to succeed," said Wightman.

Wightman praised "the tremendous spirit of cooperation" between the business community and the many anti-poverty agencies both public and private.

"There are differences, but we are able to iron them out," he said.

And all this is being accomplished in an office costing taxpayers only \$12 000 a year. Top NAB officials' salaries are paid by business and industry concerns lending them to NAB.

This is only possible, Wightman believes, because of the community team spirit and the leadership interest.

Dropouts among those placed in jobs are surprisingly low. Wightman estimated them at "no worse than and perhaps better than the average company's turnover."

A clue to this may be in the inner city desire to see the program work, he said. When a person doesn't show up for work, a representative of a CMACAO neighborhood center goes to his house to find out why and try to get him back on the job.

Citizen-Journal
September 23, 1968

HHH Lauds Columbus' Job-Finding Efforts

Buoyed by enthusiasm of thousands, Vice-President Hubert H. Humphrey proceeded to "tell it like it is" in the

spirit of former President Harry Truman during 18 hours in Columbus Saturday and Sunday.

The Vice-President's visit was climaxed by a rousing address at the closing session of the State Democratic Convention Saturday night in the Neil House.

Before leaving Sunday morning for Cleveland, Humphrey delivered a "special message" to Columbus residents praising the city for trying to get everyone employed and off welfare rolls.

Humphrey said he sought the support of the Columbus people "in creating urban and rural environments true to our Democratic promise."

The statement read in part:

"Yours is a city hard at work at the business of finding jobs and putting people to work.

"It exemplifies to other cities that much can be done to help the unemployed get off city welfare rolls and earn wages.

"Then tax-eaters become taxpayers and everybody benefits.

"Columbus businessmen, in both small and large organizations, have set a record in creating summer jobs for needy youths, and hiring in permanent jobs the unskilled unemployed.

"The National Alliance of Businessmen (NAB) in Columbus has gone over its quota this year.

"NAB shows every sign of meeting the job quota set for July, 1972, well in advance.

"Columbus' joint efforts to open doors for all its citizens give promise of continued stability and confidence in all sectors of the city.

"I commend your progress in Columbus; I seek your support in creating in America urban and rural environments true to our Democratic promise."

Urban League - Hard Core Employment Conference

Akron, Ohio - University of Akron

By: T. A. Wightman

You probably wonder how are we doing here in the Columbus Program. We were successful in filling our quota of 1900 summer youth jobs (2043) and we have placed more of the basic Hard Core people in jobs than our quota demanded as of September 1st this year. (Quota 500 - on roll 800). By June 1971 we have to have 3500 disadvantaged people on job rolls in participating companies.

We naturally feel good about what has been done, but before we all get starry-eyed with our success, we're sorry to report we don't feel it's just good enough. What do we think are the shortcomings even in the light successes?

1. Not enough business and industry firms are participating in the program. (Only 323 local

companies have made firm pledges.) As I said before, we now have eight job development people working through the newly formed Concentrated Employment Program pounding the pavements talking to employers about joining the ranks. We feel confident this figure will continue to grow by the day.

2. The quality of jobs needs to be improved.

While we have obtained many good jobs, some companies try to use NAB as a normal employment source for low skill or dead end jobs. This we discourage and try to get such jobs reconstructed so they act as a spring-board for better paying and opportunity.

3. Supportive services are not as good as they can be. We hope that with the new funding of the local CEP Program, we will have:

- Better outreach to get to the real disadvantaged people. (Not the cream or middle class, but the real down and out people.)
- Better job and social preparation through stronger orientation, counseling, and understanding.
- Better job placement through better selections as a result of tests, counseling, job desires, and skill training.
- Develop better contact and relationships with employers, job supervisors, Union representatives, and employees through job coaches and job developers.

4. Due to lack of in-company attitude training and communications, or sensitivity training and communications, line supervisors and employees do not possess a true understanding of disadvantaged people placed on the job. Thus they do not receive the kinds of special attention or interest they need, and, as in the past, such an employee becomes discouraged and retreats to the inner city and his same old bag, where he gets hung up, has to be located, resold and starts over, we hope, with a better experience.
5. On-the-job training programs have not totally been developed enough to build in the kind of guaranteed job success we expect. We think stronger attention to such programs will simply add "good insurance" for the disadvantaged employee, will slow down turnover for the employer, and this kind of success puts money in both pockets.
6. Labor like management has to find the means to relax rules.....
7. Jobs (mostly unskilled type) for females have to be desperately and successfully sought out, since this appears to be a major problem to model city, inner city, and outlying poverty areas.

The task is not as impossible as it may seem and we have had some great results with people who were discarded or discarded themselves. We don't win them all but the proportion is growing.

You have heard of stories all over this country where there have been failures because the community organization groups couldn't see eye to eye or get together. There's not time for this hanky-panky because the only person who stands to get hurt is the guy out there who is planning on all of us to be big enough to pool our resources, man enough to get together and concerned enough to never let any of our trivial differences interfere with his chance.

For example, we in Columbus NAB believe - NAB is CEP and CEP is NAB - we feel the same about CMACAO. We don't always agree but we do our damndest never to let any differences interfere with our objective of fully supporting all efforts regardless of who spearheads them.

Our local CMACAO organization is under the leadership of Curtis Brooks an aggressive, influential young man who really knows how to go after the supportive means to keep our inner city efforts on an upward trend and he has our full support.

The local Urban League is also influential. They are spearheading a major OJT program and do a real good job on helping returning veterans. We are in periodic contact offering assistance to each other.

The Plan for Progress program lends all organizations good supportive services. They help us handle difficult or problem employers, promote use of sensitivity training, and when necessary, assist us in job pledges.

The State Employment Services have bent over backwards to erase an ill feeling against them. They still have a way to go, don't always get the credit they deserve, but that doesn't stop them from trying. At the request of NAB and the CMACAO Centers they have given their blessing for the CMACAO counselors to handle some employment service affairs so job applicants can be sent out on job referrals without delay. They also willingly agreed to let NAB be the evaluator of the job orders in these same centers and a joint council of NAB, CEP and ES representation in the NAB office distributes job orders to CEP and the other five centers. We can honestly say they have blocked no move that expedited the flow of communications or the job placement of people. As far as the ES goes, we business and industry people have to take our share of the blame for some of the ill feelings toward this department. You see for years major, and even many minor industries used these facilities for "unemployment services" only, and did our own hirings through walk-ins and advertising, and what job orders we did place were with the reservations and requirements. So, you see, we helped build this monster.

CADATS (Columbus Area Development and Training School) started in the basement of a Baptist Church, with volunteers

and about ten people in training. Today they own an old fire-house and plan to train 200 people in several classes of meaningful skills. How can you turn your back on this kind of guts and this kind of success? We in NAB just don't feel we can afford to.

Any job failures we feel are a poor reflection on total community efforts and this is primarily a program where none of us can afford to have enemies. We therefore look on every failure as a discredit not only to NAB, but other community programs and organizations who were responsible to provide supportive services, and the same goes for the employer and his supervisors who, due to experience, were supposed to be sensitive enough to recognize approaching problems in the individual and smart enough to ward them off.

APPENDIX F

WESTERN ELECTRIC COMPANY, INC.

August 7, 1968

MEMORANDUM FOR RECORD

Re: Resignation of Machine Operator, Service Date 5-20-68

On August 6, 1968, a telegram was sent to the employee by her department stating that due to her inability to report to work she was considered to have resigned effective July 8, 1968.

The employee had found her problems to be insurmountable and could not report to work. As indicated in the Memorandum dated June 13, 1968, her transportation and baby-sitting problems had been resolved as of that date. Transportation was arranged for her with an employee currently on roll and her in-laws were to move into the house and would baby-sit for her. The in-laws have since moved out.

Compounding this, the employee, hired on May 20, 1968, is said to be approximately 3 1/2 months pregnant according to her Doctor. In talking with her, there also seems to be some discord in her home.

Summary of Attendance:

- A. Working days available - 43 (As of August 2, 1968)
- B. Days Absent - 18 1/2
- C. Days Worked - 24 1/2

The department has indicated that the employee's lack of attendance has been noted by her fellow employees. If the situation continues, it would create a morale problem.

On Friday, August 1, 1968, I contacted the Field Counselor at the East Side Service Center of CMACAO and told him of the situation. The counselor knew her and had kept abreast of her situation since her problems began to occur.

The counselor agrees that it was best that the employee resign, inasmuch as it appears that both the Company and the Center have done as much as they could to retain her.

WESTERN ELECTRIC COMPANY, INC.

June 6, 1968

MEMORANDUM FOR RECORD

Re: Employment History of Material Handler, Effective Service
Date 5-15-68

Summary of Attendance

A. Standard working days available - 15
Overtime days available - 1

Total working days available 16

B. Days Absent:

May 16 - 1 Day Not Excused - No transportation

May 17 - 1/2 Day Not Excused - No transportation; employee brought to work that afternoon by CMACAO counselor.

May 31 - 1 Day Not Excused - Did not call in; came into the Works at the end of his shift to pick up his check.

June 3 - 1 Day Not Excused

June 4 - 1 Day Not Excused

June 5 - 1 Day Not Excused

C. Overall Summary:

Working days available - 16
Days absent (Not Excused) - 5 1/2

Total days worked 10 1/2

The employee was interviewed at the East Side Service Center of the Columbus Metropolitan Area Community Action Organization (CMAAO) by the company employment interviewers. After meeting all pre-employment requirements, he commenced work on Wednesday, May 15, 1968.

He did not report to work Thursday, May 16, 1968, nor did he call his supervisor. On Friday, May 17, I contacted the counselor at the East Side Center and reported this fact to him. The counselor knew him personally and suggested that I call him at home. Upon calling him at home, he admitted that he had no transportation. His counselor then agreed to pick him up and bring him to work. He worked Friday afternoon. Meanwhile, transportation was arranged for him to ride to work for approximately ten days or until his car was repaired.

He reported to work the following nine working days, included in which was one overtime days, Saturday, May 25. His last day worked was Wednesday, May 29.

On Friday, May 31, he came into the Plant at approximately 4:30 p.m. to pick up his paycheck. At that time, he stated that he was under the impression that he was not to come to work because of the intended labor strike that Friday morning. He was informed that the Company had not gone to strike and that there was work available.

Since Monday, June 3, repeated attempts have been made to locate this employee by the East Side Center counselor and myself. The responses that I received from his mother, whose telephone number was listed on the employment application, was that she thought he was at work. Another telephone number was answered by his cousin and she stated that she thought his boy had fallen out of a tree and was injured. I asked her to have him telephone me or his supervisor.

In view of the repeated attempts to contact this employee with no success, and of the fact that he had not contacted his supervisor, it appears that this employee must be replaced.

A call from the counselor at the Center on Thursday, June 6, 1968, indicated that he could not be located. The counselor stated that he had heard that the man had been in an accident in Detroit, Michigan. I stated to the counselor that this had not been communicated to the Company by his mother, nor his cousin.

The counselor admitted that as much as possible has been done to locate him and agrees that he should be replaced. In the event that he has been incapacitated because of the auto accident, the counselor will inform the Company.

APPENDIX G

Ways Business Can Provide Jobs

Below are listed the principal programs, other than JOBS (NAB), through which business can provide jobs for various kinds of unemployed persons. All the programs have the backing of the Federal Government in one way or another.

NAME OF PROGRAM	AGENCY	TARGET	CURRENT ENROLLMENT	TRAINING	EXPENDITURES IN FISCAL 1968	COST OF BUSINESS
Apprenticeship Training	Bureau of Apprenticeship and Training 1730 M St., N.W. Washington, D.C. 20036	Youths who have high school diplomas or some vocational training	210,000	Manpower Administration works with state apprenticeship agencies, trade associations and management and labor to provide on-the-job and pre-apprenticeship training, plus remedial education when needed.	No direct Government expenditure. The Bureau of Apprenticeship and Training does provide technical assistance.	Business pays apprentice wages and training costs and, in some cases, their schooling costs
Concentrated Employment Program (CEP)	Information Officer Department of Labor 14th St. and Constitution Ave., N.W. Washington, D.C. 20210	Permanent jobs for 65,000 general unemployed.	19,000	Schooling, vocational training, on-the-job training, or any combination of these, plus one-on-one personal counseling.	\$122 million*	Business pays on-the-job training costs and wages only.

*This figure is an approximation

NAME OF PROGRAM	AGENCY	TARGET	CURRENT ENROLLMENT	TRAINING	EXPENDITURES IN FISCAL 1968	COST OF BUSINESS
Jobs Corps	Information Officer Office of Economic Opportunity 1200 19th St., N.W. Washington, D.C. 20506	Youths between 16 and 21 who want but can't find permanent jobs.	33,000	Individual tutoring in basic math and English, plus teach- ing of employment skills in such areas as construction and retail sales.	\$295 million	Individual com- panies operate the 124 Jobs Corps Centers under contract to the Govern- ment Business provides on-the- job training for Job Corps graduates at its own cost.
Neighborhood Youth Corps	Information Officer Department of Labor 14th St. and Constitution Ave., N.W. Washington, D.C. 20210	Youths in and out of school, 14 and up. Program is designed to help those in school to stay there.	201,000	Participants receive remedial education, personal and vocational counsel- ing, plus part- time jobs in public or private sector.	\$281 million	Business is reim- bursed for train- ing costs, but must pay participants' wages.
On-the-Job Training	Information Officer Department of Labor 14th St. and Consti- tution Ave., N.W. Washington, D.C. 20210	General unemployed.	26,000	Business trains participants in its own places of busi- ness for its own needs. Emphasis is on easing skill short- ages in automotive repair, clerk-typing, welding, etc.	\$ 62 million	Business firms donate equip- ment and pro- vide direct financial support for prejob training.

NAME OF PROGRAM	AGENCY	TARGET	CURRENT ENROLLMENT	TRAINING	EXPENDITURES IN FISCAL 1968	COST OF BUSINESS
Opportunities Industriali- zation centers	Information Officer Office of Economic Opportunity 1200 19th St., N.W. Washington, D.C. 20506	General unemployed.	15,000	Potential employers help plan prejob training to suit their own needs. Training is in drafting, key- punching, electron- ics assembly and many other skills.	\$ 6 million	Business firms donate equip- ment and pro- vide direct financial support for prejob training.
U.S. Employ- ment Service	USES (2,000 offices across the country)	General unemployed.	10.8 mil- lion job seekers reg. during recent year; 8.1 million nonfarm jobs listed.	Employment coun- seling and testing services are provided by USES.	No Direct Federal expenditure.	Business pays all training costs, plus, of course, normal wages.
Work Incentive Program	Bureau of Work Training 1726 M Str. Washington, D.C. 20036	All persons on welfare over 16.	32,000 with projections for future years many times this figure.	Testing and coun- seling, plus work- internship programs, work-experience programs or on- the-job training.	\$ 40 million	Business pays participants normal wages but is reim- bursed for any more than normal training costs.

NAME OF PROGRAM	AGENCY	TARGET	CURRENT ENROLLMENT	TRAINING	EXPENDITURES IN FISCAL 1968	COST OF BUSINESS
Youth Opportunity Campaign	Youth Opportun- ity Center Department of Labor 14th St. and Constitution Ave., N.W. Washington, D.C. 20210	Summer jobs for some 2 million of the 13.5 million youths between 16 and 21 who will be turned out of school this month.	1.1 million in the summer of 1967.	None but such as provided by private employers	No direct Federal expenditure.	Business pays training costs if any, and wages.

SOURCE: BUSINESS MANAGEMENT MAGAZINE, June 1968

